

# OREGON DEPARTMENT OF AGRICULTURE Annual Performance Progress Report (APPR) for Fiscal Year 2006-07

2005-07 Budget Form 107BF04c

Due: September 30, 2007

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## Agency Mission

ODA's three-fold mission: to ensure food safety and provide consumer protection, protect agricultural natural resources, and promote economic development in the agricultural industry.

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# ABOUT THIS REPORT

## Purpose of Report

The purpose of this report is to summarize the agency's performance for the reporting period, how performance data are used and to analyze agency performance for each key performance measure legislatively approved for the 2005-07 biennium. The intended audience includes agency managers, legislators, fiscal and budget analysts and interested citizens.

1. PART I: EXECUTIVE SUMMARY defines the scope of work addressed by this report and summarizes agency progress, challenges and resources used.
2. PART II: USING PERFORMANCE DATA identifies who was included in the agency's performance measure development process and how the agency is managing for results, training staff and communicating performance data.
3. PART III: KEY MEASURE ANALYSIS analyzes agency progress in achieving each performance measure target and any corrective action that will be taken. This section, the bulk of the report, shows performance data in table and chart form.

## KPM = Key Performance Measure

The acronym "KPM" is used throughout to indicate **Key Performance Measures. Key performance measures are those highest-level, most outcome-oriented performance measures that are used to report externally to the legislature and interested citizens. Key performance measures communicate in quantitative terms how well the agency is achieving its mission and goals. Agencies may have additional, more detailed measures for internal management.**

## Consistency of Measures and Methods

Unless noted otherwise, performance measures and their method of measurement are consistent for all time periods reported.

ODA’s three-fold mission: to ensure food safety and provide consumer protection, protect agricultural natural resources, and promote economic development in the agricultural industry.

<b>2007-09 KPM#</b>	<b>2007-09 Key Performance Measures (KPMs)</b>	<b>Page #</b>
1	FOOD SAFETY – Eighty percent compliance with each of the ten risk factors identified by Centers for Disease Control in retail stores.	<b>5</b>
2	MOTOR FUEL – percentage of motor fuel samples found in compliance with posted octane levels.	<b>6</b>
3	TOP 100 EXCLUSIONS – Number of the top 100 plant pests, diseases, or weed species successfully excluded each year.	<b>8</b>
4	BIOLOGICAL CONTROL – percentage of biological control agents released which are successfully controlling target pests and weeds.	<b>10</b>
5	T & E PLANTS – Number of plant species not listed in Oregon where department activities played a role in the decision.	<b>11</b>
6	PESTICIDE INVESTIGATIONS – percentage of pesticide investigations that result in enforcement actions.	<b>13</b>
7	GAP/GHP – Number of acres certified under GAP audit program, and number of handling/packaging facilities certified under GHP program.	<b>15</b>
8	TRADE ACTIVITY SALES - Sales as a result of trade activities with Oregon producers and processors.	<b>17</b>
9	NEW AG COMPANIES – Number of new agricultural product company start-ups assisted by ODA that convert to actual business as measured by number of new ODA food processing, produce wholesaling, nursery and domestic kitchen licenses. Measured through annual survey of ODA licenses.	<b>19</b>
10	NEW PROCESSING – Amount of in-bound investment in new plant and equipment to process agricultural and fisheries products that can be directly tied to ODA activities. Measured in dollars through telephone and e-mail surveys of company participants and local development partners.	<b>21</b>
11	AG EMPLOYMENT – Number of jobs saved or created as a result of ODA activities to retain or expand existing Oregon agricultural and food processing capacity. Measured in number of jobs based on telephone and e-mail surveys of companies assisted by ODA.	<b>23</b>
12	CAFOs – percent of permitted Oregon Confined Animal Feeding Operations found to be in compliance with their permit during animal inspections.	<b>25</b>
13	SMOKE MANAGEMENT – No increase above 2002 levels in hours of significant smoke intrusions due to field burning in key cities in the Willamette Valley as measured by nephelometer readings.	<b>27</b>
14	WATER QUALITY – percent of monitored stream sites associated with predominately agriculture use with: A) significantly increasing trends in water quality; B) water quality in good to excellent condition; C) decreasing trends in water quality.	<b>29</b>
15	CUSTOMER SERVICE – Percent of customers rating their satisfaction with the agency’s customer service as “good” or “excellent”: overall, timeliness, accuracy, helpfulness, expertise, availability of information.	<b>31</b>

# I. EXECUTIVE SUMMARY

ODA’s three-fold mission: to ensure food safety and provide consumer protection, protect agricultural natural resources, and promote economic development in the agricultural industry.

Contact: Lisa Hanson, Deputy Director	Phone: 503-986-4632
Alternate: Sherry Kudna, Executive Assistant	Phone: 503-986-4619

## 1. SCOPE OF REPORT

ODA’s key performance measures represent programs that tie to the Oregon Benchmarks and directly link to the agency mission. These measures are a limited representation of the programs and services delivered by ODA. The ODA mission is diverse and encompasses activities authorized by 30 different chapters of the Oregon Revised Statute, touching virtually every Oregonian.

Internal performance measures are maintained for ODA programs and services. These internal measures are not presented in this report.

## 2. THE OREGON CONTEXT

The ODA’s high level outcomes are directly linked to the agency’s three-fold mission: to ensure food safety and provide consumer protection, protect agricultural natural resources, and promote economic development in the agricultural industry. The programs executed within ODA are integral to carrying out the mission.

Key performance measures linking to Oregon Benchmarks include: 603-3 Top 100 Exclusions, 603-4 Biological Control, 603-5 T & E Plants, 603-6 Pesticide Investigations, 603-8 Trade Activity Sales, 603-9 New Ag Companies, 603-10 New Processing, 603-11 Ag Employment, 603-12 CAFOs, 603-13 Smoke Management, and 603-14 Water Quality. ODA works with other natural resource agencies as a contributor for many of the states environmental related Benchmarks. The agency administers programs that are strong contributors to the states water quality and salmon recovery efforts.

The following represent a few examples of coordination between ODA’s various programs and sister state agencies or federal agencies by delivering services and activities, and to eliminate and/or minimize duplication of efforts.

- Oregon’s ability to meet new market opportunities has been enhanced through the cooperation of ODA’s Ag Development and Marketing Division with regional development officers of the Oregon Economic Development Department. These partnerships leverage the considerable technical resource of the agency to build public infrastructure and private capacity.
- ADMD actively cooperates with the other state agencies to promote the international trade agenda for the state, including the Governor’s Office, the Port of Portland, the Oregon Tourism Commission and the International Trade and Development Division.
- ODA’s Natural Resource programs coordinate with DEQ to assure environmental regulations are coordinated across agencies.

# I. EXECUTIVE SUMMARY

ODA’s three-fold mission: to ensure food safety and provide consumer protection, protect agricultural natural resources, and promote economic development in the agricultural industry.

### 3. PERFORMANCE SUMMARY

This table provides a quick reference of ODA’s Progress in meeting its performance measure targets.

KPM Progress Summary	Key Performance Measures (KPMs) with Page References	# of KPMs
KPMs MAKING PROGRESS at/or trending toward target achievement	Food Safety (5), Motor Fuel (6), Top 100 Exclusions (8), Biological Control (10), Pesticide Investigations (13), Trade Activity Sales (17), CAFOs (25) GAP/GHP (15)	8
KPMs NOT MAKING PROGRESS not at/or trending toward target achievement		0
KPMs - PROGRESS UNCLEAR target not yet set	T & E Plants (11), New Ag Companies (19), New Processing (21), Ag Employment (23), Smoke Management (27), Water Quality(29), Customer Service (31)	7
Total Number of Key Performance Measures (KPMs)		15

### 4. CHALLENGES

In many areas, ODA has made solid achievements toward performance measure targets. Programs that are core to the agency’s technical expertise, and with a solid funding base show the most success.

Due to ODA’s diversity of programs and services within the agency it is challenging to develop performance measures that capture information and accomplishments that are meaningful to the public as well as ODA’s core customers.

### 5. RESOURCES USED AND EFFICIENCY

ODA has a biennial budget of \$81 million. The budget is supported 60 percent by other funds (licenses and fees for service), 20 percent by state general fund, 12 percent by state lottery fund (primarily Ballot Measure 66 funds, and 8 percent by federal funds.

Examples of efficiency efforts by ODA:

- ODA has developed strong links with higher education, creating technical exchanges with Oregon State University, one of the country’s leading land grant institutions. In addition, ODA has agreements with community colleges and other educational institutions throughout the state, providing training and examinations for pesticide users by the Pesticide Division.
- Inmates at the State Penitentiary are constructing gypsy moth traps for ODA’s survey programs as well as performing third party grading services offered by the shipping point inspection program.
- The Food Safety Program has an interagency agreement with the Oregon Department of Human Health and FDA to streamline food safety inspections.
- The Animal Health Laboratory works extensively with Oregon State University’s diagnostic laboratory to ensure that customer needs are met.

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**The following questions indicate how performance measures and data are used for management and accountability purposes.**

<p>1 INCLUSIVITY Describe the involvement of the following groups in the development of the agency’s performance measures.</p>	<p>Agency staff developed performance measures for ODA program areas. Key performance measures have been limited to high-level outcomes that impact the agency’s three-fold mission.</p> <p>ODA’s performance measures are reviewed annually by the State Board of Agriculture and were reviewed by the legislature during 2007 legislative session. The agency proposed changes to its key performance measures during the legislative process based on stakeholder input and to improve the usefulness of ODA’s measures.</p>
<p>2 MANAGING FOR RESULTS How are performance measures used for management of the agency? What changes have been made in the past year?</p>	<p>Key performance measures were amended during the 2005 and 2007 legislative sessions to better reflect ODA activities and make the measures more easily understood.</p>
<p>3 STAFF TRAINING What training has staff had in the past year on the practical value and use of performance measures?</p>	<p>During the past year, ODA staff has had limited training on performance measures. However, staff continue to work with the measures in and effort to make them a meaningful evaluation tool.</p>
<p>4 COMMUNICATING RESULTS How does the agency communicate performance results to each of the following audiences and for what purpose?</p>	<p>This report is available on ODA’s Web site. The report will be reviewed by the State Board of Agriculture and the legislature during the agency budget hearings.</p>

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KPM #1	FOOD SAFETY – Eighty percent compliance with each of the ten risk factors identified by Centers for Disease Control in retail stores.	Measure since: 2005
<b>Goal</b>	To continually improve the safety of the food supply. Agency mission is to ensure food safety and provide consumer protection.	
<b>Oregon Context</b>	This measure does not relate to Oregon Benchmarks.	
<b>Data source</b>	From routine inspection reports of retail stores performed during the last year.	
<b>Owner</b>	Food Safety Division, Ron McKay (503) 986-4720	

**1. OUR STRATEGY**

To identify those risk factors that are most likely to cause illness, and then focus staff efforts on corrections.

**2. ABOUT THE TARGETS**

While the compliance rate will never reach 100 percent, it is our goal to continue work to improve the level of compliance. The targets also allow us to easily identify any risk factors where the violation rate is increasing.

**3. HOW WE ARE DOING**

This is the first year we have recorded the risk factors separately. What we have noticed is that licensees are having difficulty meeting the temperature requirement. While the overall average of compliance with the 10 risk factors is improving, compliance with the temperature risk factor is still low. Last year it was at 81 percent.

**4. HOW WE COMPARE**

There are no known state or federal programs that we could compare with.

**5. FACTORS AFFECTING RESULTS**

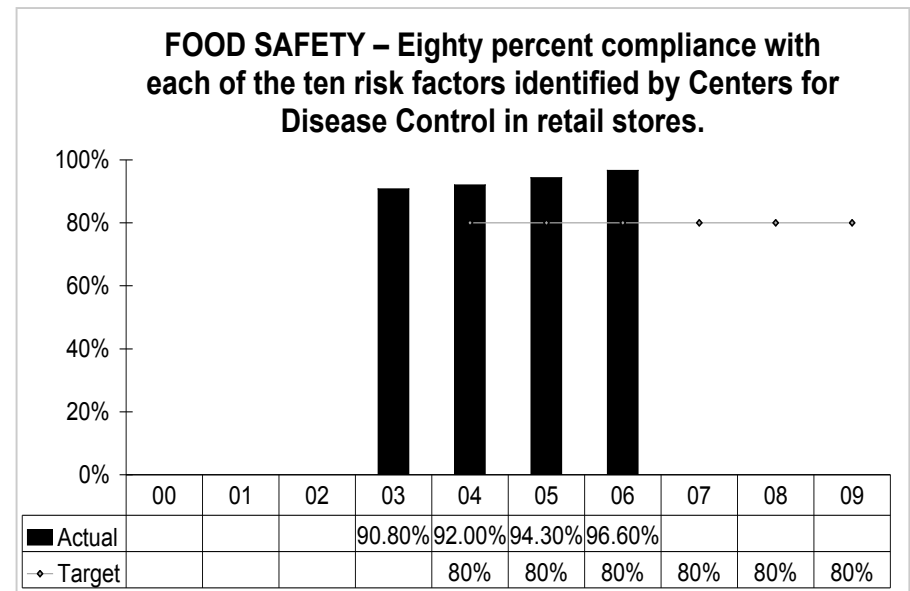
The food industry is pulled in a lot of directions. Their priorities are constantly changing. We need to be present to consistently remind them of critical risk factors that affect public health.

**6. WHAT NEEDS TO BE DONE**

Any time we see a risk factor decrease in compliance, we need to direct staff efforts to address those issues. Notifying the industry and focusing routine inspections in a specific area is the most effective way to increase compliance.

**7. ABOUT THE DATA**

This data is taken from inspection reports for the fiscal year. Uniformity among inspectors is always an area of concern. Our field supervisors are continually working with staff to gain uniformity.



### III. KEY MEASURE ANALYSIS

ODA’s three-fold mission: to ensure food safety and provide consumer protection, protect agricultural natural resources, and promote economic development in the agricultural industry.

KPM #2	MOTOR FUEL QUALITY - percentage of motor fuel samples found in compliance with posted octane levels.	Measure since: 1998
<b>Goal</b>	This measure is linked to the agency’s mission to ensure food safety and provide consumer protection.	
<b>Oregon Context</b>	ODA Mission	
<b>Data source</b>	During routine inspections, random samples of gasoline are screened to ensure they meet the posted octane levels. The posted octane and the screened octane are entered into the inspection report and the division database for retrieval.	
<b>Owner</b>	Measurement Standards Division - Russ Wyckoff, Administrator – Phone: 503-986-4670	

**1. OUR STRATEGY**

Approximately 1.5 billion gallons of gasoline are sold to consumers in the state of Oregon each year. Through unannounced inspections of licensed commercial meters, fuel samples are obtained and screened for compliance with national standards. This performance measure demonstrates that by examining the quality of fuels sold in Oregon for octane requirements, ODA is protecting consumers from fraud.

**2. ABOUT THE TARGETS**

Prior to inception of the program, it was determined that more than three percent of the fuel screened failed to meet national standards. The goal was to reduce that number by one half, thereby, obtaining a target compliance rate of 98.4 percent.

**3. HOW WE ARE DOING**

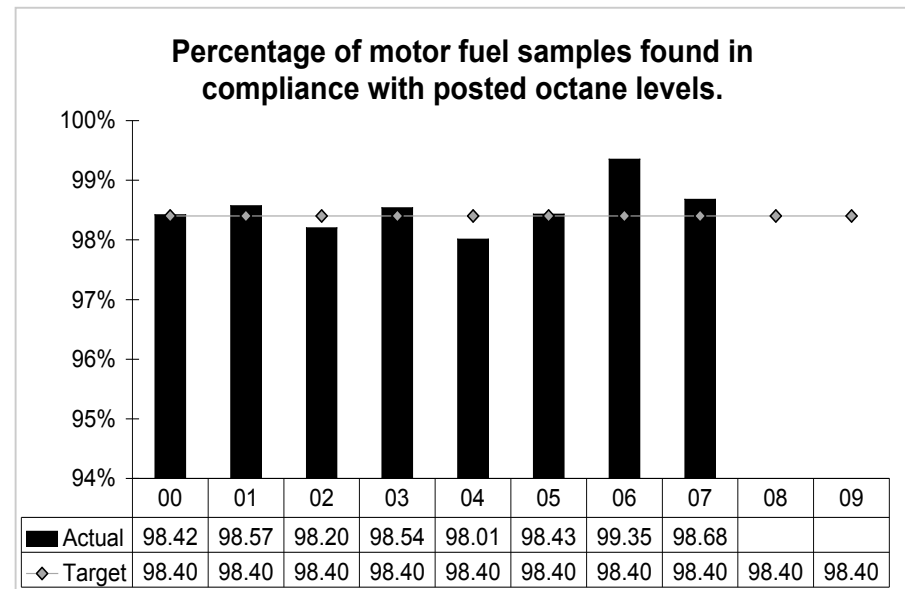
The data reveal that ODA has met its target compliance rate of 98.4 percent for motor fuel samples meeting posted octane levels. In 2007 the compliance rate was 98.68 percent, exceeding ODA’s target rate. As of June 30, 2007, 2,352 samples of gasoline have been screened to ensure they meet the antiknock index (or octane rating) posted on dispensers at gas stations. Of the 2,352 samples, 31 failed the inspector’s screenings for octane requirements.

**4. HOW WE COMPARE**

There are no established standards for minimum compliance. In states where no motor fuel inspection exists, it is suspected that motor fuels may be sub-standard. Verification of quality provides assurance to consumers and businesses that they are getting what they pay for.

**5. FACTORS AFFECTING RESULTS**

The biggest factor affecting results is the quality of fuel transported into the state. The presence of a viable program and continued unannounced screening of product throughout the supply chain (i.e., terminal, wholesaler, retailer) ensures that product continues to meet national standards.



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**6. WHAT NEEDS TO BE DONE**

ODA will continue regular screenings of gasoline in Oregon for octane requirements, and conduct screenings to follow-up on consumer complaints.

**7. ABOUT THE DATA**

Reporting cycle is based on an Oregon fiscal year, July 1 through June 30. Data is collected by inspectors who draw samples during routine screenings and when following up on consumer complaints. The fuel is screened to ensure that it meets the octane level posted on the dispenser. ODA ships samples of motor fuel to independent laboratories if further examination is deemed necessary.

### III. KEY MEASURE ANALYSIS

ODA’s three-fold mission: to ensure food safety and provide consumer protection, protect agricultural natural resources, and promote economic development in the agricultural industry.

KPM #3	TOP 100 EXCLUSIONS - Number of the top 100 plant pests, diseases, or weed species successfully excluded each year.	Measure since: 2005
<b>Goal</b>	TOP 100 EXCLUSIONS. Keep as many harmful invasive species out of the state as possible.	
<b>Oregon Context</b>	Directly related to Benchmark #89; the number of most threatening invasive species not successfully excluded or contained since 2000.	
<b>Data source</b>	Annual Report Card of the Oregon Invasive Species Council.	
<b>Owner</b>	Plant Division, Dan Hilburn, 503-986-4663	

**1. OUR STRATEGY**

The Oregon Invasive Species Council (OISC) publishes an annual list of the 100 Most Dangerous Invasive Species Threatening to Invade Oregon. The ODA Plant Division strives to keep out plant pests, diseases, and weeds on this list. USDA, APHIS, PPQ; USDA, Forest Service; and BLM are our primary partners.

**2. ABOUT THE TARGETS**

It would be desirable to keep all harmful invasive species out of Oregon, but a perfectly effective exclusion program would either curtail all trade and travel, or be prohibitively expensive. An ambitious but realistic goal is 99 percent success each year.

**3. HOW WE ARE DOING**

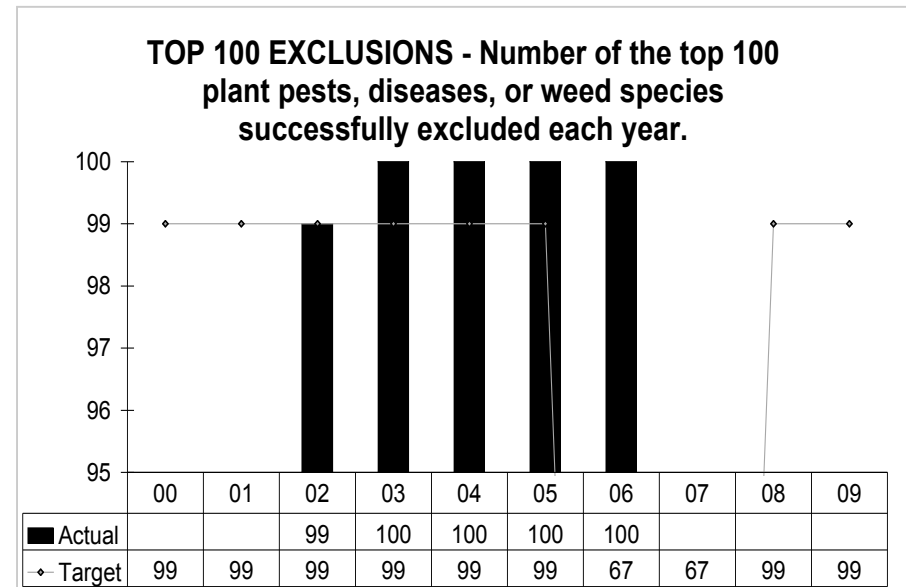
Since 2002, only one species on the OISC 100 Most Dangerous list has become established—an aquatic snail. The OISC annual report card for 2005, gave Oregon’s invasive species exclusion programs an “A-“ grade.

**4. HOW WE COMPARE**

Oregon’s exclusion programs for invasive species compare favorably to those of other states and most other countries. Oregon completed the largest gypsy moth eradication program ever attempted anywhere in the 1980s. Our current sudden oak death and exotic woodborer eradication programs are the only programs of their kind in the country. Comparative measures are not available.

**5. FACTORS AFFECTING RESULTS**

Introductions of invasive species are the direct result of trade and travel. As globalization increases, so does the risk of introducing harmful invasive species. USDA provides the first line of defense at international ports. ODA surveys for gypsy moth, sudden oak death, kudzu, and many other plant pests, diseases, and weeds. Two thirds of the species on the OISC 100 Most Dangerous List are insects, plant diseases, or weeds. A major focus of the Plant Division is to exclude these species, or contain them if they become established, before they can spread throughout the state. Unfortunately, traps or other efficient survey tools are only available for about a third of the target species. Effective, environmentally acceptable controls are also not always available.



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**6. WHAT NEEDS TO BE DONE**

Resources are flat at a time of increasing risk. A method to link resources to infestations detected, and to risk factors (trade and travel), would be highly desirable.

**7. ABOUT THE DATA**

For additional information see the Annual Report Cards of the Oregon Invasive Species Council <http://oregon.gov/OISC/reports.shtml> and the Annual Reports of the ODA, Plant Division <http://oregon.gov/ODA/PLANT/reports.shtml>

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KPM #4	BIOLOGICAL CONTROL—percentage of biological control agents released which are successfully controlling target pests and weeds.	Measure since: 2005
<b>Goal</b>	BIOLOGICAL CONTROL. Utilize biological control of noxious weeds and plant pests whenever possible.	
<b>Oregon Context</b>	Directly related to benchmark #87: percent of monitored terrestrial plants and animals not at risk.	
<b>Data source</b>	Survey and release records, Oregon Department of Agriculture.	
<b>Owner</b>	Plant Division, Eric Coombs, 503-986-4624	

**1. OUR STRATEGY**

Biological controls suppress weed populations and improve the competitiveness of desirable native plants. Our agency strives to maximize the success of introduced biological control agents. Partners include: USDA, APHIS; BLM; USFS; County Weed Programs; Indian tribes; The Nature Conservancy; and other land managers.

**2. ABOUT THE TARGETS**

The world average rate of success for biological control agents is about 33 percent. A well-managed, sustained program should be able to achieve 50 percent. Our goal is to maintain a success rate of at least 50 percent, the higher, the better.

**3. HOW WE ARE DOING**

This measure was modified in 2005 so there is no history of comparative data.

**4. HOW WE COMPARE**

Oregon's biological control program is well above world and national standards. Oregon is a leader in developing biological control programs.

**5. FACTORS AFFECTING RESULTS**

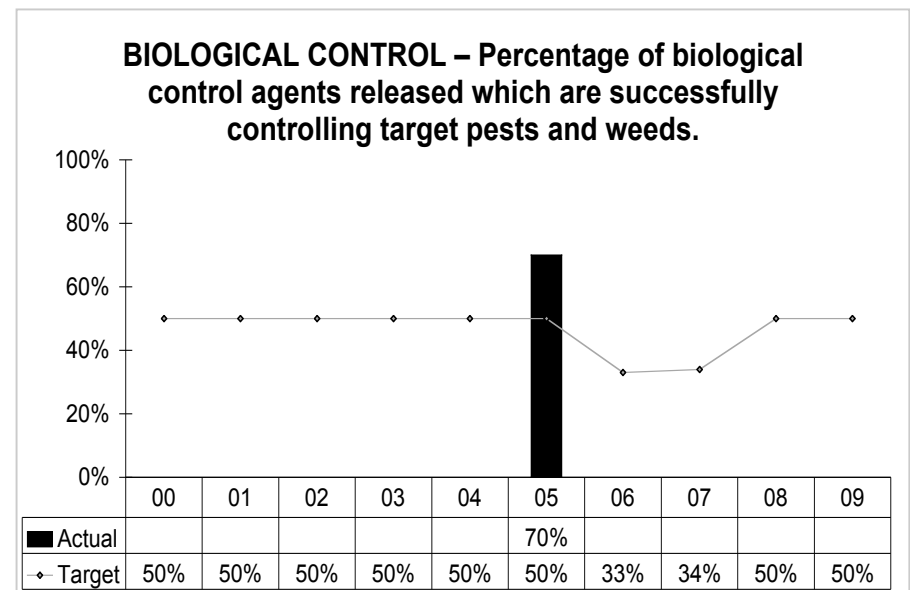
Success in biological control programs is constrained by the availability of approved biological control agents and resources necessary to release, monitor, and redistribute them. The pipeline of approved agents flows through USDA and is not under the control of ODA.

**6. WHAT NEEDS TO BE DONE**

Additional resources could be used to provide to expand the release, monitoring, and redistribution activities.

**7. ABOUT THE DATA**

Data is collected in the spring and summer and reported on an annual basis. Each biological control agent is ranked on scale of 0-10 establishing four measures of success: distribution, attack rate, damage, and control. The averages for each agent are then added together and an overall average calculated. The annual report of the Plant Division <http://oregon.gov/ODA/PLANT/reports.shtml> contains a summary and highlights from the biological control program.



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KPM #5	T & E PLANTS – Number of plant species not listed in Oregon where department activities played a role in the decision.	Measure since: 2005
<b>Goal</b>	T & E Plants. Protect and conserve threatened and endangered native plants.	
<b>Oregon Context</b>	Directly related to benchmark #87a; percent of monitored terrestrial plants not at risk.	
<b>Data source</b>	Annual Report of the ODA, Plant Division.	
<b>Owner</b>	Plant Division, Dr. Bob Meinke, 541-737-2317	

**1. OUR STRATEGY**

Native plants on the threatened and endangered list are extremely rare and could become extinct without protection and conservation efforts. The program concentrates on restoring habitat and replanting at-risk species. Partners include: BLM, USFS, ODOT, state parks, TNC, cities and counties, and many other land managers.

**2. ABOUT THE TARGETS**

The target is to delist or downlist (from endangered to merely threatened) one species per year, while reducing the potential for other species to be added to the list.

**3. HOW WE ARE DOING**

Species recovery is laborious and time consuming. All state funding for this program was cut several years ago. It survived in skeletal form on federal grants. In 2003 some funding was restored, and additional funding was authorized in 2005. These funds are M66 lottery funds that can be used for on-the-ground projects. In response, the number of active projects has increased significantly, but it will take several years before results are apparent.

**4. HOW WE COMPARE**

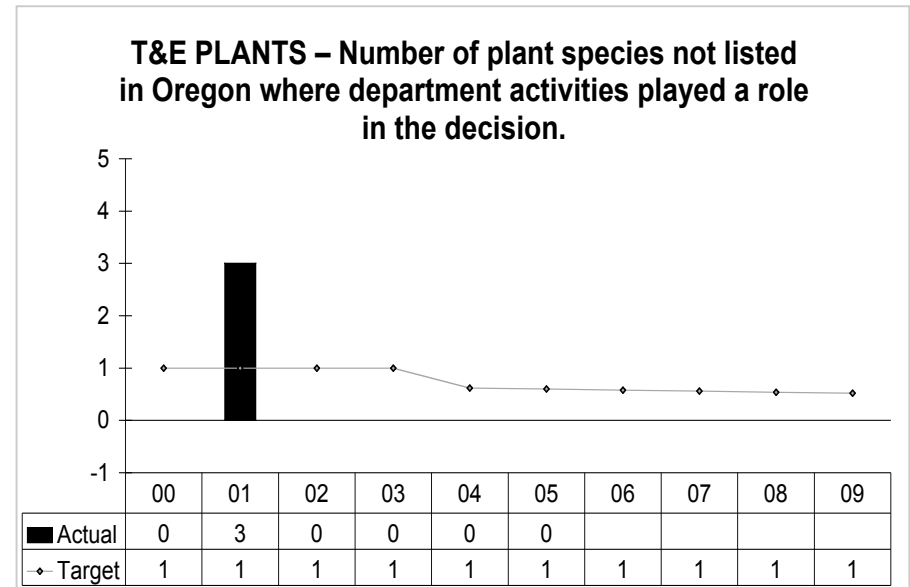
Most states in the US have a conservation program for threatened and endangered native plants. In terms of funding and other resources, Oregon's plant conservation programs ranks in the lower 25th percentile nationwide.

**5. FACTORS AFFECTING RESULTS**

Important program services to agencies and the general public, such as statutorily mandated species reviews, legal compliance consultations with state and local agencies, and permit approvals, have been significantly reduced in the past few years due to lack of resources for other than on-the-ground projects. M66 lottery funds cannot be used for these purposes.

**6. WHAT NEEDS TO BE DONE**

A base allocation of funding would strengthen and balance this program, and bring it into line with comparable programs in other states.



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**7. ABOUT THE DATA**

Additional information about the state T & E program for native plants can be found on the Plant Division Web page

[http://oregon.gov/ODA/PLANT/npcp\\_index.shtml](http://oregon.gov/ODA/PLANT/npcp_index.shtml), <http://oregon.gov/ODA/PLANT/CONSERVATION>, and in the Plant Division Annual Report

<http://oregon.gov/ODA/PLANT/reports.shtml>.

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KPM #6	PESTICIDE INVESTIGATIONS - percentage of pesticide investigations that result in enforcement actions.	Measure since: 1999
<b>Goal</b>	Percentage of pesticide investigations that result in enforcement actions. This measure is linked to the agency’s mission to ensure food safety, provide consumer protection, and protect agricultural natural resources.	
<b>Oregon Context</b>	OBM #69 – Safe Drinking Water, OBM # 79 – Stream Water Quality	
<b>Data source</b>	Refer to item #7 below.	
<b>Owner</b>	Chris Kirby, Pesticides Division, (503) 986-4635	

**1. OUR STRATEGY**

The Oregon Department of Agriculture (ODA) is responsible for regulation of the sales, use, and distribution of pesticide products in Oregon. The agency provides pesticide education and outreach activities, licenses pesticide applicators, and conducts routine compliance monitoring associated with pesticide use practices. The conduct of these activities reduces the potential for misuse of pesticide products resulting in adverse health or environmental harm or damage.

**2. ABOUT THE TARGETS**

The rationale for the target is to demonstrate a continued decline in the percent of investigations that result in enforcement actions.

**3. HOW WE ARE DOING**

Actual performance data appear to be consistent with anticipated annual targets. The Pesticide Program would anticipate a continued gradual decrease in the number of enforcement actions with increased program focus addressing education and outreach.

**4. HOW WE COMPARE**

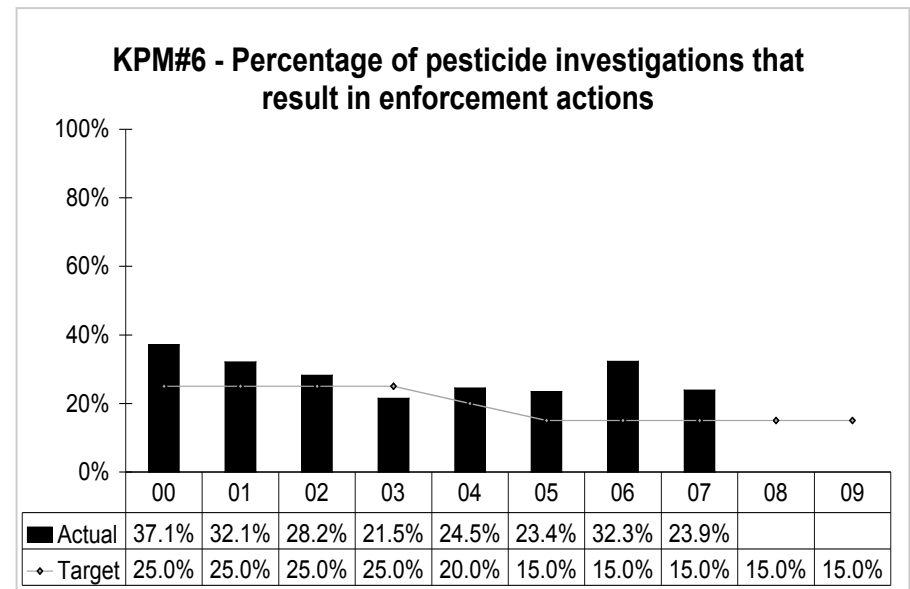
Performance measure is based on enforcement and compliance monitoring of Oregon’s Pesticide Control Law, ORS 634. No relevant public or private industry standards compare.

**5. FACTORS AFFECTING RESULTS**

Factors that may affect annual results include changes associated with state and federal pesticide laws and regulations, as well as specific focused monitoring activities of alleged misuse.

**6. WHAT NEEDS TO BE DONE**

Based on the current data, the Pesticides Division will continue to monitor program resources for education and outreach efforts, thereby reducing the percent of investigations resulting in enforcement actions.



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**7. ABOUT THE DATA**

Reporting cycle is based on state fiscal year (July 1 – June 30). Data is from ODA Pesticides Division, Pesticide Enforcement Database. All investigations “completed” (includes AUO, AUF, NUO, NUF, EUP, PEI, MPI, IMP, EXP, ARI, DRI, PLR) within state fiscal year (July 1 to June 30), Basis - any investigative activity “may” lead to documentation of a violation of ORS 634 and enforcement action issued. Enforcement actions measures are limited to notice of violations, imposition of civil penalties, stop sale use or removal orders, and notice of detainment/embargo orders. To obtain additional information regarding the Pesticides Division Compliance Monitoring and Enforcement Program contact Chris Kirby, Pesticides Division administrator, 503-986-4635.

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KPM #7	GAP/GHP – Number of acres certified under GAP audit program, and number of handling/packaging facilities certified under GHP program.	Measure since: 2005
<b>Goal</b>	Promote economic development. This measure is linked to the agency's mission to promote economic development of the agriculture industry	
<b>Oregon Context</b>	Agency mission	
<b>Data source</b>	Good Agriculture Practices/Good Handling Practices, internal certification records and USDA –AMS certification records	
<b>Owner</b>	Oregon Dept of Agriculture, Commodity Inspection Division – Administrator, James Cramer, phone 503-986-4620	

**1. OUR STRATEGY**

To provide services to Oregon's fresh fruit and vegetable industry, assuring compliance of processes that minimize risk of microbial contamination of produce. The goal is to increase market share for Oregon's fresh fruit and vegetable industry by instilling customer confidence in high quality and wholesomeness.

**2. ABOUT THE TARGETS**

This is a federal/state Good Agriculture, Good Handling audit program administered by the USDA, and performed by various state departments of agriculture, including Oregon's. It's designed to minimize the potential of microbial contaminants in fresh fruits and vegetables.

In providing assurances of quality and wholesomeness of Oregon crops, it would be desirable to see an increase in the number of audits and acres of farms, under this voluntary certification program.

**3. HOW WE ARE DOING**

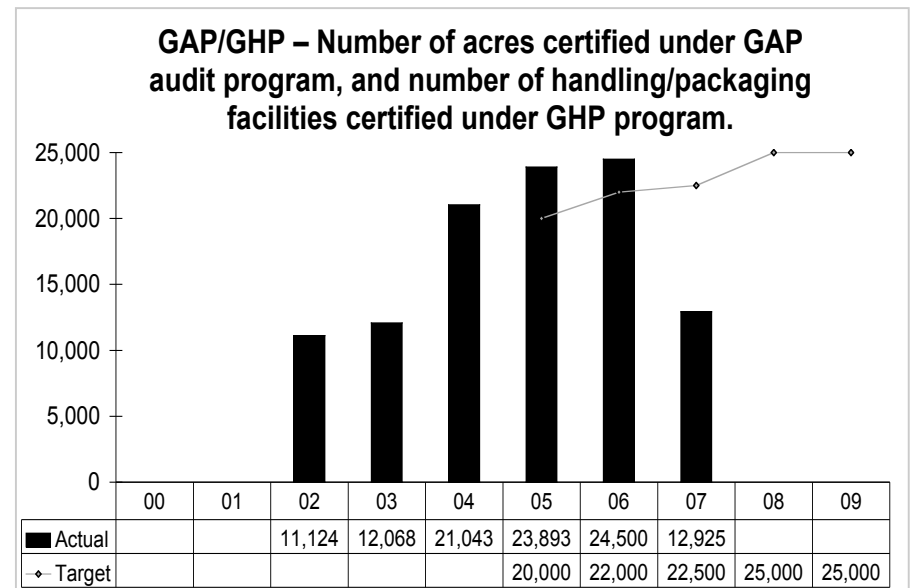
Because of the production cycles for Oregon crops this information is tracked by calendar year. For 2006, ODA certified 24,500 acres under GAP exceeding our target by 500 acres.

**4. HOW WE COMPARE**

Oregon Department of Agriculture and California Department of Food and Agriculture are tied with 69 participating customers. Idaho Department of Agriculture has 105 participating customers; these are primarily potato producers.

**5. FACTORS AFFECTING RESULTS**

The fresh produce industry and its customers have developed proprietary audits completed by their own staff. Buyers may specify private auditing firms offering similar GHP/GAP audits.



ODA's three-fold mission: to ensure food safety and provide consumer protection, protect agricultural natural resources, and promote economic development in the agricultural industry.

**6. WHAT NEEDS TO BE DONE**

The buyers of Oregon produce have been the driving force behind this and other similar audit based programs. As these programs expand in scope, complexity and demand, there appears to be a need for educational and informational tools, especially for producers.

**7. ABOUT THE DATA**

For this performance measure, data must be compiled on a calendar year basis. This is due to the fact that the harvests of Oregon crops have been completed by December of each year. Also, the USDA Web site, from which data on California audits was obtained, showed several audits (Tulelake, Ca.) as California audits.

ODA's three-fold mission: to ensure food safety and provide consumer protection, protect agricultural natural resources, and promote economic development in the agricultural industry.

KPM #8	TRADE ACTIVITY SALES - Sales as a result of trade activities with Oregon producers and processors.	Measure since: 2001
<b>Goal</b>	TRADE ACTIVITY SALES - The measure is linked to the agency's mission to promote economic development in the agricultural industry.	
<b>Oregon Context</b>	This performance measure captures the agency's efforts that affect agriculture's contribution to the state's economy. The agency's activities of impact include certification programs, supervising price negotiations and trade development activities – all of which are clearly beneficial and measurable as demonstrated by the data.	
<b>Data source</b>	Analysis of participants and beneficiaries of marketing and certification programs.	
<b>Owner</b>	Agricultural Development & Marketing Division (ADMD), Gary Roth, 503-872-6600.	

**1. OUR STRATEGY**

Economic impact. Provide customer service and conduct certification, price negotiation, advocacy and trade development activities that provide meaningful sales and economic benefit to Oregon's economy.

**2. ABOUT THE TARGETS**

This measure has been a long-standing goal for the agency. It captures the results of the agency's efforts to generate economic benefit to the industry. The agency seeks to maintain the target of generating new economic benefit to the state by assisting the industry in bringing new products and sales to the marketplace on an annual basis.

**3. HOW WE ARE DOING**

In 2005, the volume of products enlisted in ODA programs increased over previous years. On average, actual results are anticipated to increase over time.

**4. HOW WE COMPARE**

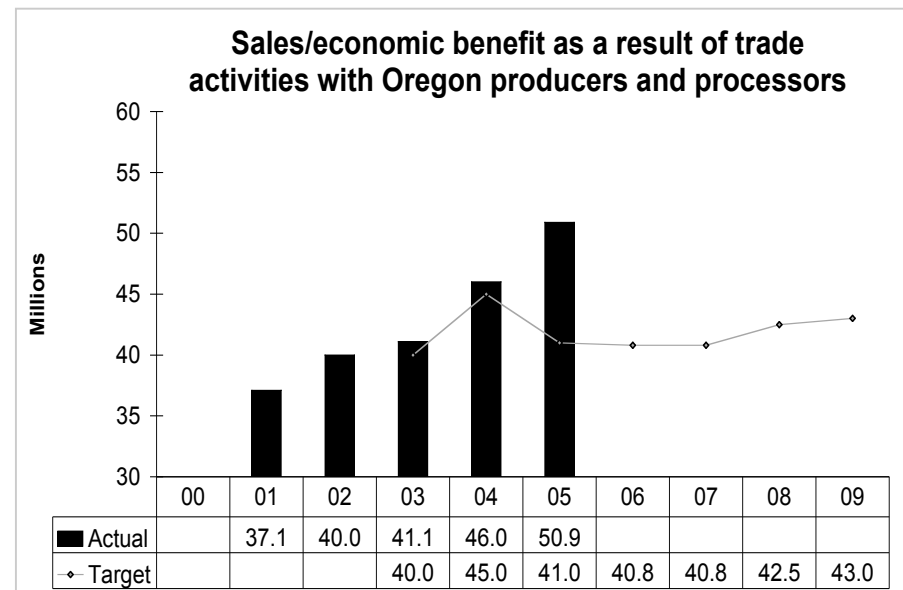
There are no industry standards, as such, for the range of activities covered by this type of performance measure. This measure is unique in that it attempts to capture and quantify economic benefit across a varied range of services.

**5. FACTORS AFFECTING RESULTS**

Some fluctuations in performance are attributable to crop size and price, as well as international trade barriers and exchange rates beyond the control of the agency and producers alike.

**6. WHAT NEEDS TO BE DONE**

ODA will continue to build broad industry clusters to optimize market access and promotion activities in key markets as well as expand the range and reach of certification programs, allowing products to enter the marketplace at greater values.



ODA's three-fold mission: to ensure food safety and provide consumer protection, protect agricultural natural resources, and promote economic development in the agricultural industry.

**7. ABOUT THE DATA**

This data is collected on a calendar year. Capturing exact economic benefit is difficult and, therefore, is an inherent weakness in the data. However, the strength of the data lies in verifiability of the numbers through analysis of participants and beneficiaries of ADMD activities.

ODA's three-fold mission: to ensure food safety and provide consumer protection, protect agricultural natural resources, and promote economic development in the agricultural industry.

<b>KPM #9</b>	NEW AG COMPANIES – Number of new agricultural product company start-ups assisted by ODA that convert to actual business as measured by number of new ODA food processing, produce wholesaling, nursery and domestic kitchen licenses. Measured through annual survey of ODA licenses.	<b>Measure since: 2005</b>
<b>Goal</b>	NEW AG COMPANIES – This measure is linked to the agency's mission to promote economic development in the agricultural industry.	
<b>Oregon Context</b>	This performance measure captures the agency's activities that affect agriculture's contribution to the state's economy. This measure is linked to the state's objective to enhance business growth.	
<b>Data source</b>	Annual survey of select ODA licenses.	
<b>Owner</b>	Agricultural Development & Marketing Division (ADMD), Gary Roth, 503-872-6600.	

**1. OUR STRATEGY**

Business growth. Provide technical assistance to start-up company representatives, developing their business in a manner that results in newly licensed firms employing Oregonians.

**2. ABOUT THE TARGETS**

The target is based on the number of new firms that receive licenses from ODA as a direct result of the assistance provided by the agency to develop the business.

**3. HOW WE ARE DOING**

The agency came very close to achieving the target in the first year of this new measure. No trend data is available from this first year, but it is anticipated that the number of firms the agency will assist in converting to actual business will remain fairly constant.

**4. HOW WE COMPARE**

The agency is unique, in that it has the ability to both regulate and assist new businesses; therefore, there are few, if any, comparisons that can be made with outside agencies, and no industry standard is known to exist.

**5. FACTORS AFFECTING RESULTS**

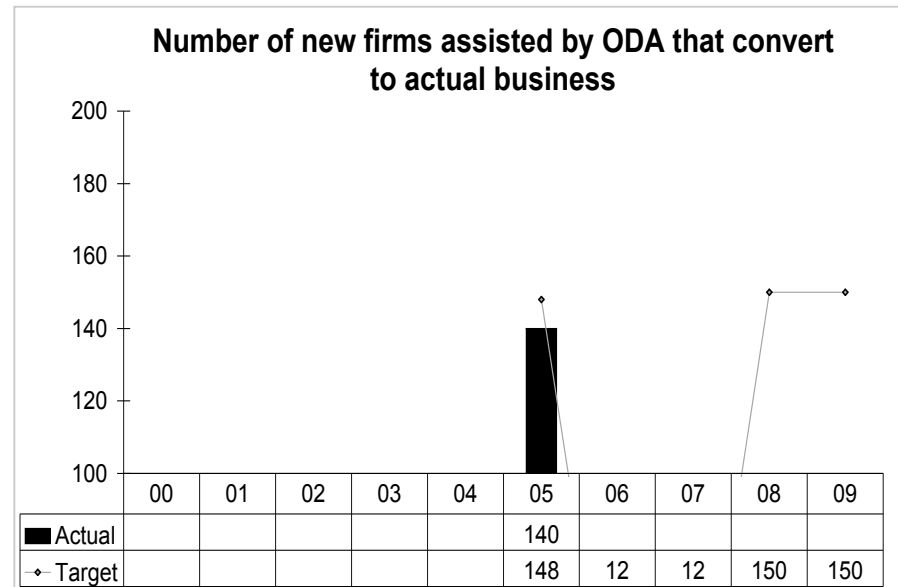
The multiple functions of the agency enable it to be in a position to offer valuable assistance to Oregon entrepreneurs seeking to establish a business.

**6. WHAT NEEDS TO BE DONE**

The agency will continue to assist firms in developing and establishing their respective agricultural enterprises and thereby contribute to creating a positive environment for Oregon businesses.

**7. ABOUT THE DATA**

The data is collected on a calendar year. The strength of the data lies in the assessment of select ODA licenses issued.



ODA's three-fold mission: to ensure food safety and provide consumer protection, protect agricultural natural resources, and promote economic development in the agricultural industry.

<b>KPM #10</b>	NEW PROCESSING – Amount of inbound investment in new plants and equipment to process agricultural and fisheries products that can be directly tied to ODA activities. Measured in dollars through telephone and e-mail surveys of company participants and local development partners.	<b>Measure since: 2005</b>
<b>Goal</b>	NEW PROCESSING - This measure is linked to the agency's mission to promote economic development in the agricultural industry.	
<b>Oregon Context</b>	This performance measure captures the agency's activities that affect agriculture's contribution to the state's economy. This measure is linked to the state's objective to enhance business growth.	
<b>Data source</b>	Telephone and e-mail surveys of company participants and local economic development partners.	
<b>Owner</b>	Agricultural Development & Marketing Division (ADMD), Gary Roth, 503-872-6600.	

**1. OUR STRATEGY**

Expand investment in agriculture. Assist new firms to locate, and existing firms to expand, by identifying partnerships and sources of capital, and streamlining regulatory processes.

**2. ABOUT THE TARGETS**

The target is based on historical levels of investment the agency has facilitated, and is anticipated to continue to increase.

**3. HOW WE ARE DOING**

In 2005, ADMD exceeded its target by some 50 percent, which, in part, formed the basis for doubling the target for 2006. This is a new measure; therefore, no trend data is available.

**4. HOW WE COMPARE**

ADMD is generally recognized by its outside partners as being among the most effective in assisting the private sector.

**5. FACTORS AFFECTING RESULTS**

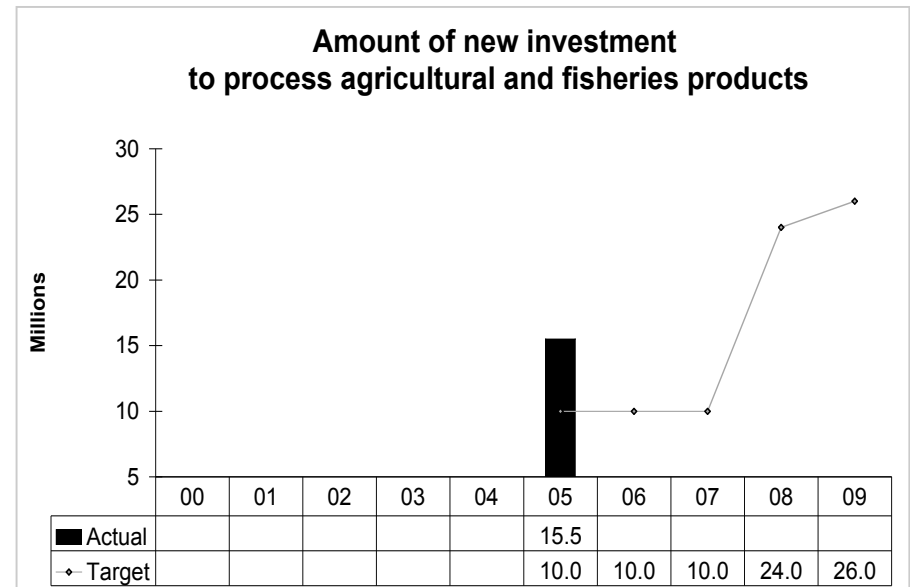
Because of the agency's multi-faceted relationship, it is in a unique position to encourage and assist firms in investing in new plants and equipment. While this is a positive factor affecting results, it should be noted there is little, if anything, the agency can do to control outside influences affecting investment, including but not limited to: interest rates, labor, market share, and exchange rates.

**6. WHAT NEEDS TO BE DONE**

The agency will continue to work through the Governor's Economic Revitalization Teams to encourage investment in new plants and equipment.

**7. ABOUT THE DATA**

The data is collected on a calendar year basis. The strength of the data lies in verifiability of the numbers through analysis of participants and beneficiaries of ADMD activities.



ODA’s three-fold mission: to ensure food safety and provide consumer protection, protect agricultural natural resources, and promote economic development in the agricultural industry.

<b>KPM #11</b>	AG EMPLOYMENT – Number of jobs saved or created as a result of ODA activities to retain or expand existing Oregon agricultural and food processing capacity. Measured in number of jobs based on telephone and e-mail surveys of companies assisted by ODA.	<b>Measure since: 2005</b>
<b>Goal</b>	AG EMPLOYMENT - This measure is linked to the agency’s mission to promote economic development in the agricultural industry.	
<b>Oregon Context</b>	This performance measure captures the agency’s activities that affect agriculture’s contribution to the state’s economy. This measure is linked to the state’s objective to retain and provide new jobs for Oregonians.	
<b>Data source</b>	Analysis of participants and beneficiaries of ADMD activities.	
<b>Owner</b>	Agricultural Development & Marketing Division (ADMD), Gary Roth, 503-872-6600.	

**1. OUR STRATEGY**

Retain and create agricultural employment for Oregonians. Assist agricultural firms through the promotion and development work of the ODA, in cooperation with its partners, to encourage economic development, and streamline regulatory requirements and processes.

**2. ABOUT THE TARGETS**

The target is based on historical levels of jobs the agency has assisted in developing. The number is anticipated to continue to increase over time.

**3. HOW WE ARE DOING**

ADMD came close to achieving its target in 2005. This is a new measure; therefore, no trend data is available.

**4. HOW WE COMPARE**

While other groups and agencies external to ODA focus on retaining and creating jobs across all industries, ADMD’s efforts are unique, in that they focus on agriculture and food processing. These agency efforts are complimentary to those conducted by others.

**5. FACTORS AFFECTING RESULTS**

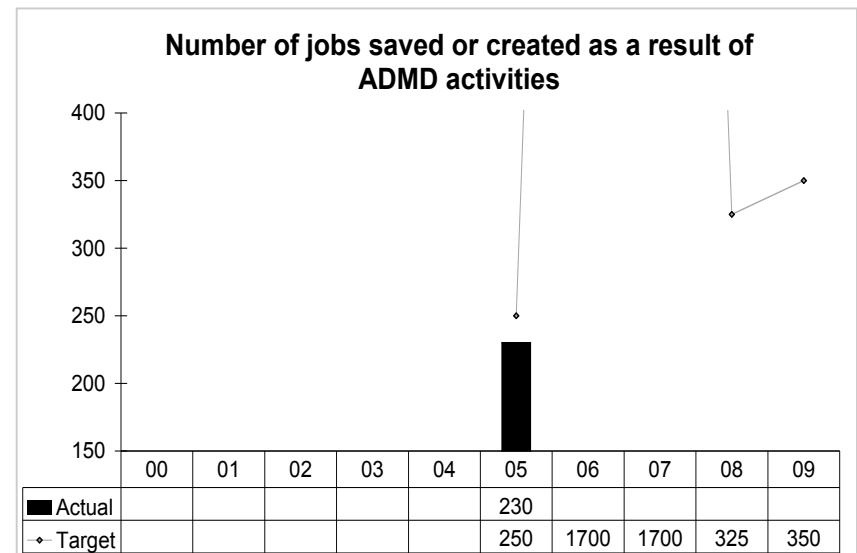
The market development and access work conducted by the agency is unique in the type of jobs it retains or creates; if not for this effort, more than half of the 230 jobs would not exist. External business factors affecting results include the number of new or existing firms needing assistance from ADMD.

**6. WHAT NEEDS TO BE DONE**

The agency will continue to work with the industry and its economic development partners to retain and create jobs for Oregonians.

**7. ABOUT THE DATA**

The data is collected on a calendar year basis. The strength of the data lies in verifiability of the numbers through analysis of participants and beneficiaries of ADMD activities.



ODA's three-fold mission: to ensure food safety and provide consumer protection, protect agricultural natural resources, and promote economic development in the agricultural industry.

KPM #12	CAFOs – percent of permitted Oregon Confined Animal Feeding Operations found to be in compliance with their permit during animal inspections.	Measure since: 2005
<b>Goal</b>	To protect agricultural natural resources.	
<b>Oregon Context</b>	OBM #78 indicates overall water quality trends are improving. The agency's CAFO program contributes to this trend.	
<b>Data source</b>	CAFO program records and complaint log.	
<b>Owner</b>	Natural Resource Division, Confined Animal Feeding Operations (CAFO) Program, Wym Matthews. Program Manager, 503-986-4792.	

**1. OUR STRATEGY**

The Federal Clean Water Act provides for the regulation of confined animal feeding operations under a National Pollutant Discharge Elimination System (NPDES) permit. This authority has been granted to the state through an agreement with the US Environmental Protection Agency (EPA). The department has been delegated the responsibility to oversee and implement a program that allows for this sort of agricultural operation to continue while protecting the state's water quality. For all operations requiring a permit, the department conducts an annual inspection and reviews an animal waste management plan. This ensures regular contact with operations and is an opportunity to identify problems early, when they are still manageable.

**2. ABOUT THE TARGETS**

A new, more complex permit (NPDES) was issued in 2003. The new permit requirements posed increased challenges for the industry. ODA anticipated a drop in compliance and subsequent improvement once the permit was implemented due to education and assistance to operations required to have a permit.

**3. HOW WE ARE DOING**

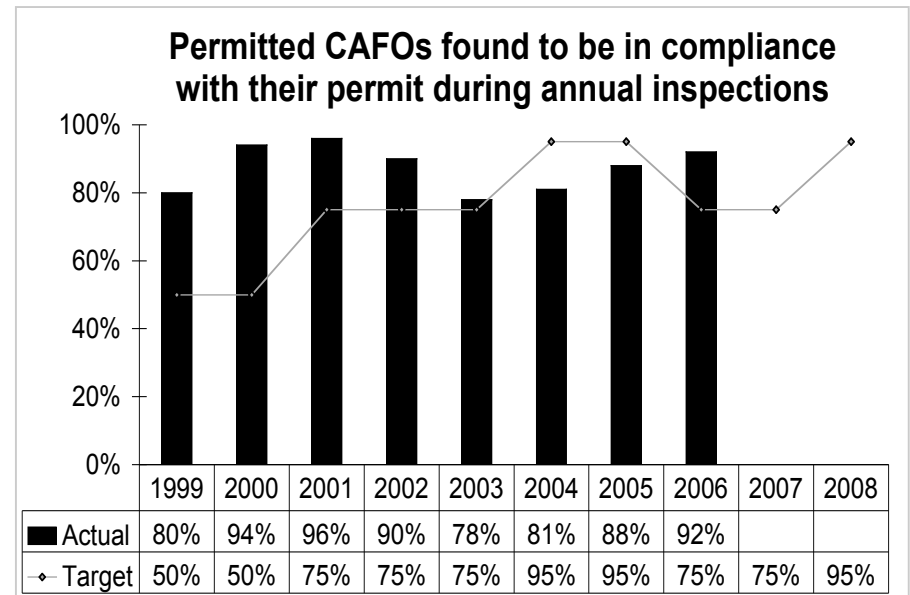
This performance measure demonstrates the agency's ability to educate permitted CAFOs regarding permit requirements and state and federal water quality laws. The measure also allows the agency to bring swift resolution for permitted CAFOs in violation of permit or water quality laws and rules. While we have not met the target, we are progressing forward to meeting our goal.

**4. HOW WE COMPARE**

There are no private industry standards. Oregon's CAFO Program is reviewed annually by EPA and has met their expectations.

**5. FACTORS AFFECTING RESULTS**

Change in ownership of CAFOs, technology available to operators, and weather conditions all affect compliance with the state permit. Thus, regular staff interaction with operators is necessary to prevent minor problems from becoming substantial.



ODA's three-fold mission: to ensure food safety and provide consumer protection, protect agricultural natural resources, and promote economic development in the agricultural industry.

**6. WHAT NEEDS TO BE DONE**

The department believes that continuing to provide a variety of permit assistance services while carrying out enforcement actions when necessary, will result in increased compliance trend. The department believes that the 95 percent compliance goal is realistic.

**7. ABOUT THE DATA**

Routine inspections are conducted on a fiscal year basis (July 1 to June 30). Results of inspections are maintained in the ODA CAFO database.

### III. KEY MEASURE ANALYSIS

ODA’s three-fold mission: to ensure food safety and provide consumer protection, protect agricultural natural resources, and promote economic development in the agricultural industry.

<b>KPM #13</b>	<b>SMOKE MANAGEMENT – No increase above 2002 levels in hours of significant smoke intrusions due to field burning in key cities in the Willamette Valley as measured by nephelometer readings.</b>	<b>Measure since: 2002</b>
<b>Goal</b>	<b>Field Burning Smoke Impact Minimization;</b> The goal of the Smoke Management Program is to provide and allow Willamette Valley grass seed growers the opportunity to burn up to 65,000 acres of grass seed, while protecting the public from “smoke intrusion.”	
<b>Oregon Context</b>	OBM #75. Program is responsible for controlling movement of air pollutants due to field burning.	
<b>Data source</b>	“Smoke Intrusions” are measured by nephelometers. Nephelometers measure concentrations of airborne particulate matter. There are seven nephelometers located throughout the Willamette Valley. Nephelometers are operated by the Oregon Department of Environmental Quality and Lane Regional Air Pollution Authority. The Oregon Department of Agriculture (ODA) uses the meters under agreement with these two organizations. Airborne particulate levels are reported and recorded hourly. The definition of “smoke intrusion” is outlined in OAR (603-077-0105(8)(a)(b)(c)(d)).	
<b>Owner</b>	ODA Natural Resources Division; Smoke Management Program; John Byers - Program Manager 503-986-4701.	

**1. OUR STRATEGY**

The decision to allow grass seed growers to field-burn is made by close examination of meteorological conditions on an hourly basis. When weather conditions exist that will take the smoke up, out, and away from populated areas, field burn permits are issued depending upon each field’s geographic location relative to weather patterns. Once the weather is conducive to field burning, permits are issued to growers, who then have one hour in which to light their permitted field.

**2. ABOUT THE TARGETS**

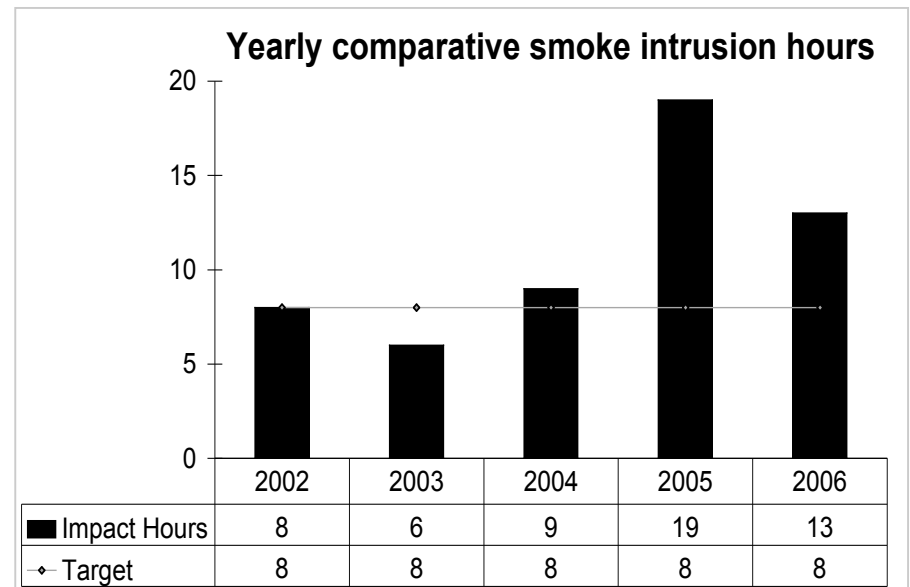
This performance measure is outlined by Oregon Administrative Rule (OAR), 603-077-0105. These OARs were adopted in response to Oregon Revised Statutes 468A.550, 468A.555 to 468A.620, and 468A.992.

**3. HOW WE ARE DOING**

Smoke intrusions have been higher than anticipated. Predicting weather patterns that will take smoke up, out, and away from populated areas is an inexact science. Challenges include rapidly changing wind patterns, lower than expected mixing heights (essentially how high the smoke will rise), unpredictable smoke downmixing, and field burning procedure execution by growers. Additionally, some years provide better weather conditions for burning than others.

**4. HOW WE COMPARE**

ODA strives to protect the public from smoke impacts while still allowing the grass seed growers the opportunity to burn as mandated by ORS and OAR.



ODA's three-fold mission: to ensure food safety and provide consumer protection, protect agricultural natural resources, and promote economic development in the agricultural industry.

**5. FACTORS AFFECTING RESULTS**

Even with today's relatively sophisticated weather forecasting tools, smoke intrusions are difficult to avoid. Weather pattern prediction errors, poor field burning procedures, and the lack of perfect weather conditions for burning created smoke intrusions.

**6. WHAT NEEDS TO BE DONE**

ODA continues to learn from past weather prediction experience, educate growers in proper field burning processes, and carry out enforcement actions when necessary. Additionally, ODA continues to research and invest in new equipment and weather predicting techniques to improve performance.

**7. ABOUT THE DATA**

Field burning is conducted annually in the summer following grass seed harvest in the Willamette Valley. The nephelometers sample particulate matter continually. ODA monitors and records the nephelometer readings during the field-burning season (June 15 through October 15).

ODA’s three-fold mission: to ensure food safety and provide consumer protection, protect agricultural natural resources, and promote economic development in the agricultural industry.

<b>KPM #14</b>	<b>WATER QUALITY – Percent of monitored stream sites associated with predominately agriculture use with: A) significantly increasing trends in water quality; B) water quality in good to excellent condition; C) decreasing trends in water quality.</b>	<b>Measure since: 2005</b>
<b>Goal</b>	To protect agricultural natural resources.	
<b>Oregon Context</b>	OBM #78 water quality trends. The agency’s Water Quality Program contributes to this trend.	
<b>Data source</b>	DEQ’s ambient monitoring program.	
<b>Owner</b>	Ray Jaindl, Administrator, Natural Resources Division (503) 986-4713	

**1. OUR STRATEGY**

The agency uses a combination of voluntary, educational efforts and regulatory actions to encourage Oregon’s agricultural producers to maintain and enhance water quality. This is accomplished through 39 basin plans allowed for under legislation established in 1993. Partners include the agricultural community, Soil and Water Conservation Districts, USDA Natural Resources Conservation Service and the OSU Extension Service.

**2. ABOUT THE TARGETS**

The targets were developed with the understanding that many of the water quality standards have been recently established and that time is needed for changes to occur. Riparian vegetation takes time to develop and affect erosion and water temperature. Our goal is to move streams into the good to excellent condition, resulting in a reduction in the areas with significantly increasing trends. While our hope is that streams with decreasing trends would be eliminated, realistically, there will always be some streams in this category due to changes in ownership to owners with limited knowledge in natural resources management.

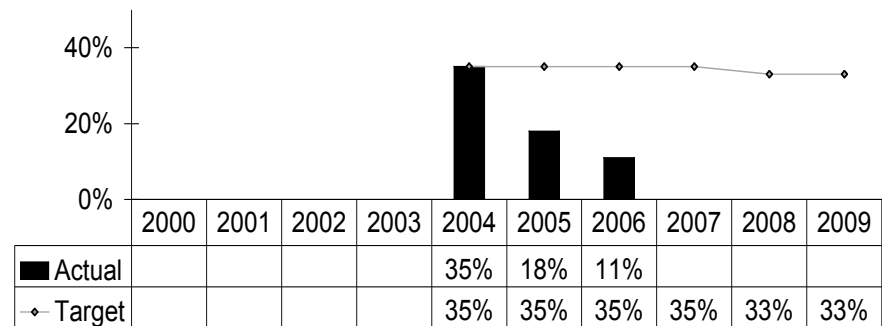
**3. HOW WE ARE DOING**

While this measure was established in 2005 using DEQ data pertinent to agriculturally dominated areas, this data has been collected by DEQ at least since 1999 in some cases. Because of the amount of variability in this data, statistically significant trends have not been shown at this time.

**4. HOW WE COMPARE**

There are no private or public industry standards. Results of the 2005 and 2006 performance measures are similar to those reported by the Department of Environmental Quality.

**Percent of monitored stream sites associated with predominately agricultural use with significantly increasing trends in water quality**



**OREGON DEPARTMENT OF AGRICULTURE**

ODA's three-fold mission: to ensure food safety and provide consumer protection, protect agricultural natural resources, and promote economic development in the agricultural industry.

**5. FACTORS AFFECTING RESULTS**

The limiting factor for greater improvement is technical assistance and outreach to landowners. ODA works with its partners to maximize assistance and outreach, but all are limited by resources. The number of ambient monitoring sites reflecting predominantly agricultural use continues to decline, with 38 sites monitored in 2005 and 36 in 2006. This relatively small number of monitoring stations is more apt to show variations in water quality from year to year because just one monitoring location represents 3% of the data set.

**6. WHAT NEEDS TO BE DONE**

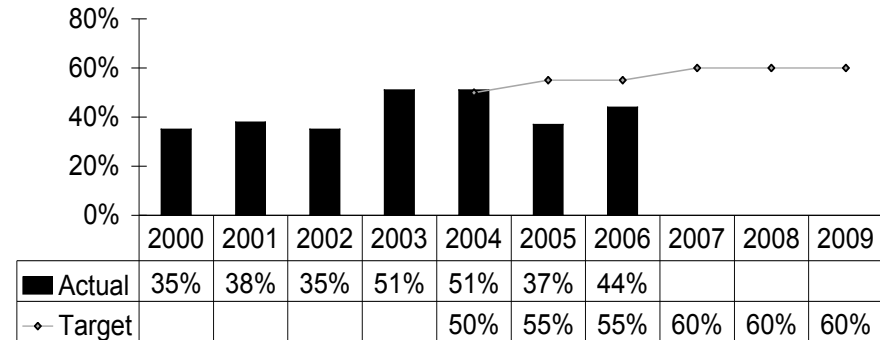
We continue to learn from experience by assisting landowners on how to improve the management of water quality, while remaining in production agriculture.

**7. ABOUT THE DATA**

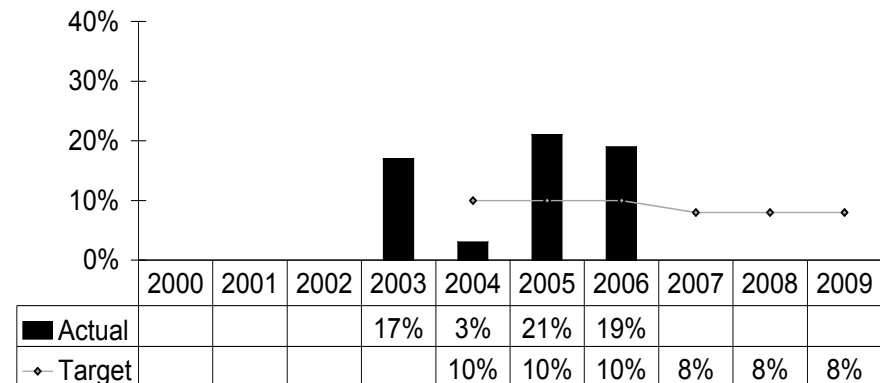
Data is reported on a calendar year basis. Data can be accessed through the DEQ data resource sites.

**III. KEY MEASURE ANALYSIS**

**Percent of monitored stream sites associated with predominately agricultural use with water quality in good to excellent condition**



**Percent of monitored stream sites associated with predominately agricultural use with decreasing trends in water quality**



ODA’s three-fold mission: to ensure food safety and provide consumer protection, protect agricultural natural resources, and promote economic development in the agricultural industry.

<b>KPM #15</b>	<b>CUSTOMER SERVICE</b> – Percent of customers rating their satisfaction with the agency’s customer service as “good” or “excellent”: overall, timeliness, accuracy, helpfulness, expertise, availability of information.	<b>Measure since: 2006</b>
<b>Goal</b>	This measure is linked to the agency’s vision to carryout its mission while providing customer satisfaction.	
<b>Oregon Context</b>	ODA mission	
<b>Data source</b>	Customer satisfaction surveys were sent to a stratified random sample of customers that interacted with the agency between January 1 and March 31, 2007. This measure reports a combination of “good” and “excellent” responses as a percentage of total responses.	
<b>Owner</b>	Administration Office – Sherry Kudna – Phone: 503-986-4619	

**1. OUR STRATEGY**

The department has a three-fold mission to provide food safety and consumer protection, protect the natural resource base, and market agricultural products. It is the department’s strategy to employ core values that guide the actions of ODA employees as they carry out the mission of the agency in a way that provides customer satisfaction.

**2. ABOUT THE TARGETS**

Prior to inception of this measure the agency conducted a smaller scale customer satisfaction survey and found that on average, ninety percent of those surveyed reported that the agency exceeded their expectations relating to the overall satisfaction of service.

**3. HOW WE ARE DOING**

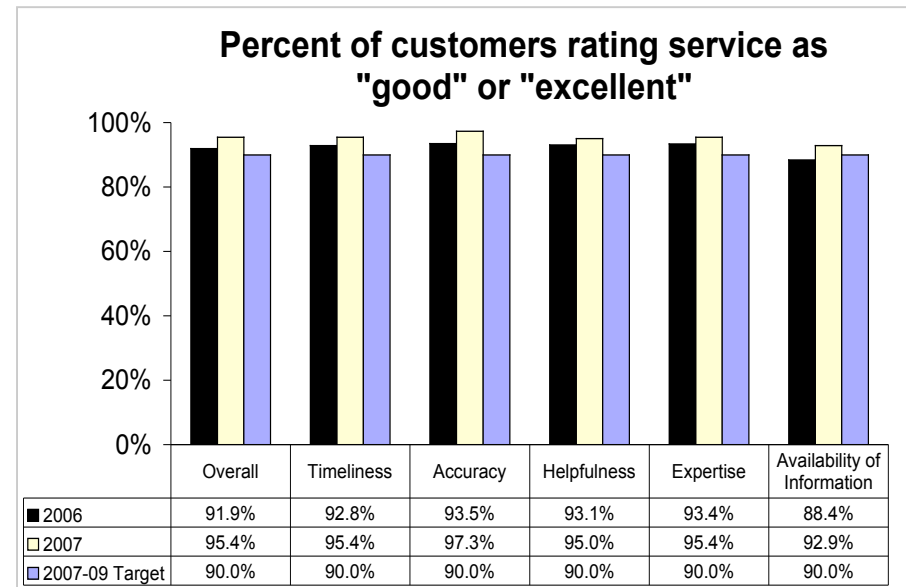
The data reveals that ODA has exceeded its ninety percent target for “good” or “excellent” responses in all areas, including overall satisfaction, timeliness, accuracy, helpfulness, expertise, and availability of information. All ratings improved in 2007 compared to 2006. In 2006 availability of information did not meet the target rate; in 2007 it was again the lowest rated even though it improved and exceeded the target.

**4. HOW WE COMPARE**

There are no established standards for minimum overall satisfaction. In future reporting cycles it may be possible to compare results to other State of Oregon agencies.

**5. FACTORS AFFECTING RESULTS**

One factor that could possibly affect survey results is the sampling frame. This sample included only customers with agency interaction January 1 thru March 31, 2005. Many agency programs are cyclical and may be under or over represented at different time frames throughout the year. The department is rotating the sampling frame in an attempt to include all types of agency customers. In 2006 the sampling frame included customers with interaction October 1 thru December 31, 2005.



ODA's three-fold mission: to ensure food safety and provide consumer protection, protect agricultural natural resources, and promote economic development in the agricultural industry.

**6. WHAT NEEDS TO BE DONE**

ODA will continue to provide quality customer service and will continue to conduct customer satisfaction surveys on an annual basis.

**7. ABOUT THE CUSTOMER SERVICE SURVEY**

- Survey name: ODA Customer Service Survey
- Surveyor: agency staff
- Date conducted: February 15, 2006 thru March 31, 2006
- Population: compliers, consumers, constituents, and clients
- Sampling frame: customers from the population that interacted with the Oregon Department of Agriculture between October 1, 2005 and December 31, 2005
- Sampling procedure: stratified random sample
- Sample characteristics: Population = 15,622; Sample = 1,601; Responses = 598; Response rate = 37.4 percent;
- Sample characteristics specific to each category:
  - Overall service: Valid responses = 559; Response rate = 34.9 percent; Margin of error = 2.2 percent; Confidence level = 95 percent
  - Timeliness: Valid responses = 555; Response rate = 34.7 percent; Margin of error = 2.1 percent; Confidence level = 95 percent
  - Accuracy: Valid responses = 554; Response rate = 34.6 percent; Margin of error = 2.0 percent; Confidence level = 95 percent
  - Helpfulness: Valid responses = 554; Response rate = 34.6 percent; Margin of error = 2.1 percent; Confidence level = 95 percent
  - Expertise: Valid responses = 545; Response rate = 34.0 percent; Margin of error = 2.0 percent; Confidence level = 95 percent
  - Availability of information: Valid responses = 526; Response rate = 32.9 percent; Margin of error = 2.7 percent; Confidence level = 95 percent
- Weighting: single survey, no weighting required